



THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE  
**HUMAN RESOURCES DIVISION**  
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Chief Human Resources Officer

**READING LIST ANNOUNCEMENT – PLEASE POST PROMINENTLY**

TO: Fire Department Appointing Authorities, Fire Chiefs  
FROM: Regina Caggiano, Director of Civil Service  
DATE: November 18, 2021  
SUBJECT: Reading List for Fire Chief Examinations

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**FIRE CHIEF**

**EXAMINATION DATE – Wednesday, May 4, 2022**

This reading list will pertain to all Human Resource Division Written Examinations for Fire Chief that are administered in 2022.

Candidates are responsible for reading all the texts and other materials listed below and on all pages of this announcement. Please note carefully which edition and/or date of publication is listed for each item. All examination questions will be based on these materials.

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**Managing Fire and Emergency Services.** (4th ed) ICMA, (2012). Atlanta, GA: International City/County. Management Association (ICMA) Distribution Center.

**Chapters:** 1-4, 6-8, 10, 12-15.

**Fire Services Law** (2<sup>nd</sup> ed). Bennett, Lawrence T. (2017). Long Grove, IL: Waveland Press, Inc.

Entire text except Chapters 17 and 18, glossary and Appendices.

**Massachusetts Employment Laws.** The Lunt Group. Full Massachusetts Employment Law booklet.

**Summary of the Conflict of Interest Law for Municipal Employees.** Massachusetts State Ethics Commission.

**The First 90 Days in Government: Critical Success Strategies for New Public Managers at All Levels.** Daly, P. H., Watkins, M., Reavis, C. (2006). Boston, MA: Harvard Business School Publishing.

Full text.

**The Basics of Public Budgeting and Financial Management.** (3rd edition) Menifield, C. E. (2017). Lanham, MD: University Press of America, Inc.

Full text.

**Understanding Stress Disorder.** Care, Alison. (2020). Claster LTD.

Full text.

**Chief Officer, Principles and Practice** (3<sup>rd</sup> Ed.). Purchase, David J. (2021). Burlington, MA: Jones & Bartlett Learning, LLC and National Fire Protection Association (NFPA).

**Chapter 1** - Entire Chapter

**Chapter 2** - Entire Chapter

**Chapter 3** - Entire Chapter

**Chapter 4** - Entire Chapter

**Chapter 5** - Start at p.105 "Introduction", stop at p.118 "Employee Compensation", start at p.121 "Personnel Management", stop at end of p. 139

**Chapter 7** - Start at p.170 "Fire Department Budgets", stop at end of p.183

**Chapter 8** - Start at p.189 "Introduction", stop at end of p.199

**Chapter 9** - Entire chapter

**Chapter 10** - Entire Chapter

**Chapter 11** - Entire Chapter

NOTE: Exclude Knowledge and Skills Objectives at beginning of each chapter, "You are the Chief Officer" sections at the beginning of each chapter, figures, summaries, "Life Safety Initiatives", "Fire marks", "Voices of Experience", "Chief Officer in action" sections, "Chief Concepts" sections, and "Walk the Talk" sections. "Hot Terms" sections at the end of each chapter are included as well as "Tables" and "Chief Officer Tips" in each chapter.

**Effective Fire and Emergency Services Administration.** Fleming, Robert S. (2010). Tulsa, OK: Pennwell Corporation.

Entire text

NOTE: Exclude Preface, acknowledgements, Opening Scenarios at beginning of each chapter, Chapter Objectives at beginning of each chapter, Closing Scenarios, summary, key terms, questions, projects, recommended reading at the end of each chapter, appendices, and index. The Glossary and all terms therein are included.

## PUBLISHERS OF READING LIST TEXTS

ICMA (International City Management Association) Distribution Center, P. O. Box 931897, Atlanta, GA 31193; (800) 745-8780; <https://icma.org/>

Waveland Press, Inc., Long Grove, IL. <https://www.waveland.com/browse.php>

Employment Law Handbook, Lunt Group;  
<https://www.employmentlawhandbook.com/product/massachusetts-employment-laws-pdf/>

- These laws can also be found online: <https://malegislature.gov/laws/generallaws>

The Summary of the Conflict of Interest Law for Municipal Employees is a free document provided by the State Ethics Commission and is available with the Reading Lists on <http://www.mass.gov/civilservice>

Harvard Business School Publishing; <https://hbsp.harvard.edu/books-chapters/>

Rowman and Littlefield, University Press; <https://rowman.com/>

Fire Engineering, P. O. Box 21288, Tulsa, OK 74121-9971; (800) 752-9764;  
<http://www.pennwellbooks.com/categories/fire-rescue.html>

Please note that the Human Resources Division does not recommend specific retailers for the purchase of reading list texts. For local vendors, contact the publishers at the telephone number or website listed, or check with the Chief of your department or local union representative for assistance. Many local retailers will be able to special-order any text not carried in stock.

Any questions regarding the reading list may be directed to Sebastian Moscardi at [Sebastian.moscardi@mass.gov](mailto:Sebastian.moscardi@mass.gov). A copy of the reading list is posted on the Human Resources Division's Civil Service Unit website. [Click here!](#)